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9 January 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

FROM : Executive Secretary, CIA Career Service Board

SUBJECT : Summary of Career Service Activities for the period
15 August to 15 December 1952.

REFERENCE : "Report of Progress in Activating the Career Service
Program for the period 13 June 1952 through 15 August 1952",
dated 15 August 1952.

A. Organization and Activity of Office Career Service Boards.

Office Career Service Boards with responsibilities as specified
in CIA Notice have been organized in 19 Offices and major com-
ponents of the Agency as of 15 December 1952. Most of these have
began to function. Following are summaries of their activities for
the period from 15 August 1952 to 15 December 1952 inclusive.

1. Office of Communications

a. Membership:

b. Meetings: Semi-weekly

c. Inter-Office Rotation: none reported

d. Extra-Agency Training: none reported

e. Rotation Loan Slots: Authorized, 3; used, 0

f. Summary of Activities: A total of 125 intra-office rotations,
169 promotions, 19 training applications and 3 transfers were
reviewed during the period. Further progress was reported on
the recording of accomplishments of OCO field personnel. It
was noted, however, that difficulty is being encountered in
obtaining valid information on individuals from Agency records
for purposes of Board review. The need for a Service Record
for each individual was emphasized. The Board has adopted the
practice of inviting individuals from various divisions and
field offices within the Office of Communications to observe
Board meetings. It is noted that this practice should be
continued inasmuch as it represents a marked factor in assuring
all, regardless of station assignment, that they will receive
fair, prompt, and equitable treatment in matters affecting
their career service development. A representative of PM/DDP
was briefed in all methods employed by OCO in the operation
of its Career Service Board. The Placement Officer for OCO

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from the Personnel Office is now in regular attendance at Board meetings. The Board has initiated a study which will result in the classification of personnel under the Career Service Program in a manner similar to that set forth under [redacted] dated 1 December 1952.

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2. Office of Training

25X1A9A a. Membership: [redacted]

- b. Meetings: Monthly
- c. Inter-Office Rotation: none reported
- d. Extra-Agency Training: none reported
- e. Rotation Loan Slots: Authorized, 1; used, 0
- f. Summary of Activities: A total of 34 promotion actions was reviewed during the period 15 August to 15 November. Requests for release from OTR to seek assignment elsewhere in CIA are also reviewed by the Board. The Board has been concerned primarily with that part of its charter (previously reported, see ref.) which deals with promotion policy both for personnel within OTR and those rotated out of OTR. The Board outlined an OTR policy regarding promotions and also provided for the establishment of promotion advisory panels within the three major organizational components of OTR.

3. Deputy Director (Plans)

25X1A9A

- a. Membership: [redacted]
- b. Meetings: none reported
- c. Rotation Loan Slots: Authorized, 15; used, 1 (FI)
- d. Summary of Activities: The purpose of this Board is to advise the DD/P on Career Service matters and to coordinate the activities of the four Senior Staff Boards. The primary career service problem in the DD/P area is to identify and assign all personnel to the appropriate specialized service.

4. Foreign Intelligence Staff

- a. Membership: [redacted]
- b. Meetings: weekly
- c. Inter-Office Rotation: 1

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- d. Extra-Agency Training: none reported
- e. Rotation Loan Slots: Authorized, 0; used, 0
- f. Summary of Activities: The Board is assisting in the assignment of primary career designations to all personnel in the DD/P organization. After the designations have been assigned, the Board will set up records on each person designated as an FI employee. The Board reviews the training records and evaluations on each FI person when he is reassigned. Projected training needs are being developed on these persons as a step in their career program. The Board reviews all appointment and promotion actions at the GS-13 level and above and all transfer actions at GS-11 and above. Authority to review all other actions has been delegated to the FI Personnel Officer.

5. Political and Psychological Warfare Staff

- a. Membership: [REDACTED] 25X1A9A
- b. Meetings: Two during period 15 August - 15 December
- c. Inter-Office Rotation: none reported
- d. Extra-Agency Training: 2
- e. Rotation Loan Slots: Authorized, 0; used, 0
- f. Summary of Activities: The Board reviews all actions affecting positions at the GS-14 level and above. Actions at the GS-13 level and below may be approved by the Secretary on behalf of the Board. The Board suggests the desirability of a policy which requires all new professional personnel in the covert offices to sign a statement indicating willingness to serve overseas. The Board proposes to give weight to overseas experience when considering promotion recommendations. Priority tasks of the Board are to identify all PP personnel and to develop personnel records for the use of the Board. 25X1A8A

6. [REDACTED]

- a. Membership: [REDACTED] 25X1A9A
- b. Meetings: weekly
- c. Inter-Office Rotation: none reported
- d. Extra-Agency Training: none reported
- e. Rotation Loan Slots: Authorized, 0; used, 0
- f. Summary of Activities: The Board has decided that all personnel actions will be the direct business of the Board during the formative stages. It has concerned itself with the problem of surplus personnel, and is cooperating with the Personnel Office in this regard. The Board suggests that the Career Management Officers of the four Senior Staffs be formalized as a working group to prepare standard procedures for DD/P and to help in

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the preparation of the Agenda for the DD/P Career Service Board Meetings. In addition it reviewed a number of promotions and reassignments; one proposed new appointment was returned to an area division as there were men on the surplus list with as good or better qualifications.

7. Technical Services Staff

a. Membership:

25X1A9A

b. Meetings: monthly

c. Inter-Office Rotation: none reported

d. Extra-Agency Training: 21

e. Rotation Loan Slots: Authorized, 0; used, 0

f. Summary of Activities: In the course of these meetings discussion took place regarding functions and responsibilities of the Board and the problems and benefits of rotation. There was discussion regarding the formation of an Executive Training Pool which would ultimately produce people with well-rounded training who could fit into key slots. The publication of a TSS Career Service Board bulletin for TSS personnel was considered and approved.

8. Office of National Estimates

a. Membership:

25X1A9A

b. Meetings: On: during period 15 August - 15 December

c. Inter-Office Rotation: 5

d. Extra-Agency Training: 2

e. Rotation Loan Slots: Authorized, 3; used, 2

f. Summary of Activities: The Board reviews the grade status of staff personnel and makes recommendations regarding promotions and assignment thereon to the AD/ONE. The Board reviews all cases of inter-Office rotation and extra-Agency training. The Board established the policy that Personnel Evaluation Reports would not be shown to the person evaluated.

9. Office of Scientific Intelligence

a. Membership:

25X1A9A

b. Meetings: Three during period 15 August - 15 December

c. Inter-Office Rotation: none reported

d. Extra-Agency Training: 5

e. Rotation Loan Slots: Authorized, 3; used, 0

f. Summary of Activities: The Board is developing a program to attract, train and hold good scientific intelligence officers and supporting intelligence research and administrative personnel.

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It reviews all Personnel Evaluation Reports, and has established the policy that the individual be shown the Personnel Evaluation Report. The Board is developing criteria for use by the Board in making recommendations of individuals for the Office and CIA Executive Inventory.

10. Office of Research and Reports

a. Memberships:

25X1A9A

b. Meetings: Semi-monthly

c. Inter-Office Rotations: 2

d. Extra-Agency Training: 61

e. Rotation Loan Slots: Authorized, 1; used, 3.

f. Summary of Activities: The Board has determined that it will review 1) all inter-division and inter-office transfers of professional personnel, 2) all training assignments involving absence from assigned duty for 60 days or more, 3) all professional promotion actions to GS-14 and higher, 4) all clerical promotion actions to GS-6 and higher, 5) all reassignments from clerical to professional status. In connection with #5 above the Board will require notice of detail to have been on file with the ORR Administrative Staff for 60 days before the Board will reconsider reassignment from clerical to professional status. The Board will also call upon each division chief not less frequently than once a year to present before the Board a report on the career status of each and every person under his jurisdiction. At the meeting of 20 October concern was expressed regarding possible limitation being placed upon the use of the rotation concept for career development purposes by restriction on movement to and from the DD/P area. Reports also made on the use of rotation loan slots, training activities, and promotion. At subsequent meetings the Board took specific action on a number of cases involving promotion, transfer, and rotation. It has been considering the need for a standardized ORR Promotion Policy.

11. Office of Current Intelligence

a. Memberships:

25X1A9A

b. Meetings: Monthly

c. Inter-Office Rotations: 2

d. Extra-Agency Training: 16

e. Rotation Loan Slots: Authorized, 3; used, 1

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- f. **Summary of Activities:** The Board has developed a promotion policy for OCI. The Board reviews all rotation, training and transfer requests. The Board has established a procedure for the periodic issuance of Letters of Commendation to deserving individuals. The Board reviews all requests for area refresher trips and trips to annual meetings of various organizations and associations. The Board has reviewed 29 requests for promotion to grades GS-11 and below and 15 requests for promotion to grades GS-12 and above.

12. Office of Collection and Dissemination

- a. **Membership:** (also rotating members) 25X1A9A
- b. **Meetings:** Monthly
- c. **Inter-Office Rotation:** 2
- d. **Extra-Agency Training:** 22
- e. **Rotation Loan Slots:** Authorized, 2; used, 0
- f. **Summary of Activities:** The Board reviews and recommends action on all requests for external training and rotation. The Board reviews all Personnel Evaluation Reports prepared in OCD. The Board reports that the decision regarding showing completed Personnel Evaluation Reports to the evaluatee is left to the supervisor. The Board uses the following criteria in reviewing requests for external training: only individuals whose performance is above average should be allowed to receive training at Agency expense in outside institutions; training must benefit the employee's work in his present position or an actually planned position; and permission to apply for external training must be obtained through supervisory channels.

13. Office of Operations

- a. **Membership:** 25X1A9A
- b. **Meetings:** Four during period 15 August - 15 December
- c. **Inter-Office Rotation:** 1
- d. **Extra-Agency Training:** 37
- e. **Rotation Loan Slots:** Authorized, 2; used, 0
- f. **Summary of Activities:** The decision was made not to show the Personnel Evaluation Report to the evaluatee during the first year of the Career Service Program. However, discussion prior to forwarding of the report is provided for except in the case of field chiefs where subsequent discussion will take place. The OO file copies of the Personnel Evaluation Reports are being held in the Divisions. The Board does not normally

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review inter-office and inter-division rotations and transfers, but relies upon the recommendations of the chief of the division concerned. The Board has stated that the Career Service Program in OO must receive its impetus and initiative from the bottom and should depend upon the Office and Agency boards only for policy guidance and direction of a general nature. With respect to rotation policy it was decided that designation or redesignation of individuals from one division to another division of OO would be considered as intra-office rotation under the Career Service Program.

14. Deputy Director/Administration

- a. Rotation Loan Slots: Authorized, 1; used, 0
- b. Summary of Activities: As of 15 December the organization of the Administration Career Service Board was not completed. This Board will be concerned with personnel immediately associated with the Director's Office, as well as the General Counsel, the Auditor-in-Chief, senior administrators as proposed by the DD/P, and other components of CIA not otherwise covered by Career Service Board processes.

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15. Office of the Comptroller

- a. Membership:
- b. Meetings: Four during period 15 August - 15 December
- c. Inter-Office Rotation: none reported
- d. Extra-Agency Training: 3
- e. Rotation Loan Slots: Authorized, 1; used, 0.
- f. Summary of Activities: The Board has agreed that the Office of the Comptroller should actively participate in the various training programs offered by the Office of Training and appointed the chairman, a committee of one, to coordinate the training needs with the Office of Training. The Board reviews all Personnel Evaluation Reports which contain recommended changes or improvement in the status of an individual. The Board makes recommendations to the Comptroller on all matters concerning rotation, training, advancement and assignment of members of the Office of the Comptroller.

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16. Office of General Services

- a. Membership:
- b. Meetings: Monthly

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- c. Inter-Office Rotations: none reported
- d. Extra-Agency Trainings: 22
- e. Rotation Loan Slots: Authorized, 1; used, 0
- f. Summary of Activities: The Board reviews and recommends action on all requests for rotation and external training. The Board has developed a system by which individuals are selected for rotation assignments. The Board is considering the desirability of making recommendations to the CIA Career Service Board concerning a career service program for personnel assigned to General Services support activities at overseas installations. The Board reviews all interim assignment and promotion actions for grades GS-12 and above.

17. Personnel Office

- a. Memberships: Maloon (ch), [redacted]
- b. Meetings: none reported
- c. Inter-Office Rotations: none reported
- d. Extra-Agency Trainings: none reported
- e. Rotation Loan Slots: Authorized, 1; used, 0.
- f. Summary of Activities: The Board is engaged in compiling a list of all persons in the Agency engaged primarily in personnel activities, who will be subject to the control for planning purposes of the Personnel Office Board.

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18. Medical Office

- a. Memberships: Tietjen (ch), [redacted]
- b. Meetings: Two during period 15 August - 15 December
- c. Inter-Office Rotations: 6
- d. Extra-Agency Trainings: none reported
- e. Rotation Loan Slots: Authorized, 0; used, 0
- f. Summary of Activities: The Board reviews all promotion and rotation actions which affect medical personnel and interviews all new clerical personnel in connection with its study of the possibilities of a career service program in the clerical field. It is studying the problems of a career program for the specialized personnel of which its Office is composed.

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19. Procurement and Supply

- a. Memberships: [redacted]
- b. Meetings: Two during report period 15 August - 15 December
- c. Inter-Office Rotations: none reported
- d. Extra-Agency Trainings: none reported
- e. Rotation Loan Slots: Authorized, 0; used, 0
- f. Summary of Activities: The Board has reviewed the organization, responsibility, and operation of the Career Service Program.

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A number of personnel actions have been reviewed. The Board has also decided that Personnel Evaluation Reports would be reviewed in the Office of the Division Chief for administrative information and review. It has discussed promotion policies, especially time-in-grade relative to promotion, and decided that continued flexibility is to be desired.

20. Inspection & Security Office

- a. Membership: 25X1A9A
- b. Meetings: Monthly 25X1A9A
- c. Inter-Office Rotation: Thirty-five
- d. Extra-Agency Training: 1
- e. Rotation Loan Slots: Authorized, 1; used, 0
- f. Summary of Activities: In addition to the responsibilities specified for Office Boards by CIA Notice the I&SO Board will review Personnel Evaluation Reports and proposed developmental training. It will recommend advancement and promotion plans for individuals including but not limited to the following: a) special training courses within I&SO, b) nominees for courses outside I&SO, c) planned programs within I&SO for the career development of capable individuals, d) long-range planning to include rotation and training assignments outside I&SO. The problem of assignment of I&S Security Officers to the T/O of other Offices as contrasted to the prescribed rotation plan of the Career Service was discussed, and a solution was suggested whereby the number of rotation loan slots for the Office would be increased. A request has been forwarded to the Office of Training regarding the use of Agency facilities for language training of I&SO field personnel. It is reported that despite the workload within I&S, intra-office rotation would be encouraged to the greatest possible extent.

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B. Training

Appended (Tab A) is a chart indicating the various types of extra-CIA training assignments as reported by the Office Boards. Eleven Offices report over 186 persons who are now taking various kinds of training outside CIA in 28 different facilities.

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C. 1. Inter-Office Rotation

Office Boards report the following inter-Office rotation in effect during the period 15 August 1952 through 15 December 1952, as follows:

<u>FROM</u>		<u>TO</u>	
ONE	DCI		1
	DD/P		3
	DD/P, PP		1
ORR	DD/P	?	1
	DD/P	?	1
OCI	DD/P, FI	?	1
	DD/I		1
OCD	ORR		1
	DD/P, OIS		1
FI	ONE		1
I&S	to various components		35
OO	DD/P		1
Medical	to various components		6
	Total		<u>54</u>

2. Rotation Loan Slots

Following is a summary of use of rotation loan slots as reflected in the Position Inventories of the Personnel Office.

Unit	Allotment	Use	Unit	Allotment	Use	Unit	Allotment	Use
DCI	1	0	DDI	1	0	OO	2	0
DDCI	1	0	ONE	3	2	DDA	1	0
DDP	15	1	OCI	3	0	Pers	1	0
Commo	3	0	ORR	1	3	GSO	1	0
I&S	1	0	OCI	3	1	Comp.	1	0
R&S	0	0	OCD	2	0	Med.	0	0

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D. Personnel Evaluation Program

25X1 Phasing for the inauguration of the Personnel Evaluation Program as outlined in CIA Notice is being accomplished substantially as planned. Training and indoctrination have been completed, as well as notification to the Offices by the Personnel Divisions regarding necessity for the completion of the Personnel Evaluation Reports on individuals as request date falls due. In the overt Offices the first cycle of annual reports is progressing satisfactorily. Reorganization of the DD/P offices delayed application of the original schedule. It is now planned to complete the first cycle of annual reports for departmental personnel by April of 1953.

Two statistical tallies of 424 completed Personnel Evaluation Reports have been made with respect to the adequacy of the report form, and of the manner in which it is being completed. These tallies, made at different times, and involving review of different groups of reports, were in substantial agreement. Further study in this area is being made. In general the report is being well utilized in this initial stage, and seems to be providing a very necessary instrument for personnel management purposes.

E. Functional Boards

1. Honor Awards Working Group - Final Report has been made to CIA Career Service Board, and is attached to the agenda of its 4th meeting.
2. Hazardous Duty Working Group - An interim report has been made to CIA Career Service Board, and is attached to the agenda of its 4th meeting.
3. Professional Selection Panel - A summary of action on cases submitted to the Panel has been made to CIA Career Service Board, and is attached to the agenda of its 4th meeting.



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